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12 January 1951

MEMORANDUM FOR: (a) Training Liaison Officers
(b) TRD Branches and Staffs

SUBJECT: Revision of Staff and Training Liaison Officers'
Guide

1. The revised December, 1950, edition of the Staff and Training Liaison Officers' Guide is herewith forwarded for the information and retention of Training Liaison Officers or TRD Branch and Staff personnel to whom charged. Earlier issues will be returned to Room 109, [REDACTED] (RMO/TRD), for destruction.

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2. Amendments and additions to the Staff and Training Liaison Officers' Guide will be issued, from time to time, and forwarded for inclusion therein.



Chief, TRD

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STAFF AND
TRAINING LIAISON OFFICERS'
GUIDE

Revised December 1950

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CONTENTS

CHAPTER I. GENERAL

1. Purpose

CHAPTER II. TRAINING DIVISION

2. Mission
3. Instructional Policies
4. Organization
5. Location of Facilities
6. Security

CHAPTER III. STAFF TRAINING BRANCH

7. Mission
8. Organization
9. Pattern of Training for New Operations Officers of OSO and OPC
10. Training Requests
11. Evaluation and Reports
12. Duties of Staff Training Instructors

CHAPTER IV. COVERT TRAINING BRANCH

13. Mission
14. Organization
15. Description of Training
16. Covert Training Requests
17. Evaluation and Reports

CHAPTER V. AREA TRAINING BRANCH

18. Mission
19. Organization
20. Description of Training
21. Training Requests
22. Evaluation and Reports

CHAPTER VI. TRAINING SUPPORT ACTIVITIES

23. Records and Evaluations Staff
24. Training Materials Staff

SECRET CONTROL
U. S. OFFICIALS ONLY

SECRET CONTROL
U. S. OFFICIALS ONLY

- 25. Assessment Staff
- 26. Special Projects Staff

CHAPTER VII. OTHER TRAINING

- 27. Communications Training
- 28. Cryptographic Training
- 29. Language Training
- 30. Department of State Training

CHAPTER VIII. TRAINING LIAISON OFFICERS

- 31. General
- 32. Functions

CHAPTER IX. SECURITY

- 33. Security in [REDACTED]

25X1A

- APPENDIX 1. REQUEST FOR TRAINING ASSISTANCE FORM 51-90
- APPENDIX 2. TRD TELEPHONE DIRECTORY
- APPENDIX 3. STAFF TRAINING COURSES
- APPENDIX 4. TRAINING REQUEST FORM 51-1
- APPENDIX 5. TRAINING EVALUATION FORM 51-87
- APPENDIX 6. TRAINING EVALUATION FORM 51-89 (ADMINISTRATION)
- APPENDIX 7. TRAINING EVALUATION FORM 51-86 (OPERATIONS)
- APPENDIX 8. TRAINING EVALUATION FORM 51-88 (ADVANCED OPERATIONS)
- APPENDIX 9. REQUEST FOR COVERT TRAINING FORM 51-93
- APPENDIX 10. REQUEST FOR COVERT TRAINING FORM 59-8
- APPENDIX 11. REQUEST FOR AREA TRAINING FORM 51-99
- APPENDIX 12. RESEARCH MATERIALS ROUTING SLIP, FORM 51-85
- APPENDIX 13. DEBRIEFING FORM (TRAINING DIVISION)
- APPENDIX 14. CODE SYSTEM FOR TRD PUBLICATIONS
- APPENDIX 15. ASSESSMENT REQUEST FORM 51-83
- APPENDIX 16. COMMUNICATIONS TRAINING REQUEST FORM
- APPENDIX 17. CRYPTOGRAPHIC TRAINING REQUEST FORM (OSO AND OPC FORMS)

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CHAPTER I

GENERAL

1. Purpose. This guide is for the use of Training Division (TRD) personnel and the Training Liaison Officers of both the Office of Special Operations (OSO), and the Office of Policy Coordination (OPC), to acquaint them with the mission, policies, organization, and facilities of TRD. A separate guide for the use of students is being prepared. It is the intention of TRD to revise this guide from time to time; therefore, suggestions for revision or addition are solicited from all concerned. These may be forwarded directly to the Research Materials Officer, TRD, Room 109, [REDACTED]

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CHAPTER II

TRAINING DIVISION

2. Mission. To provide instruction in all of the activities charged to OSO and to OFC, in order to qualify personnel for the planning, conduct, and administration of such activities in the field and in headquarters. A related mission is to evaluate the work of students while in training.

3. Instructional Policies.

a. The following is the fundamental pattern of the instruction employed by TRD in all training.

(1) Orientation. This phase covers general subject background data necessary to prepare the student for the detailed investigation and study to follow.

(2) Indoctrination in principles and methods. This phase is a continuation of orientation but becomes specific rather than general and is designed to teach the student to think for himself, instead of simply to learn "school solutions."

(3) Application. In this phase students are given the opportunity to apply in practical laboratory work what they have learned.

(4) Evaluation. This is a continuing process on the part of the instructors throughout all phases of instruction. It is designed to measure the degree of instruction absorbed by each student as well as to analyze the traits and characteristics of the student while in training. Evaluation is secondary to instruction but is, nevertheless, a necessary and vital adjunct to the training mission.

b. To be effective, training must reflect the actual conditions of the operational, planning, and administrative divisions, both in the field and in headquarters. This is necessary to keep the instruction alive, realistic, and current. It is, consequently, of vital interest to TRD that there be close liaison and cooperation between it and the divisions of OSO and OFC.

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c. Though it is a desirable method of instruction, tutorial training, except for special covert individuals, is not feasible. In all training, however, an attempt is made to consider the assignments, backgrounds, problems, and qualifications of students and to provide as much individual attention as possible.

d. TRD attempts to keep the divisions informed of the progress of their students at all times.

e. Any student who is found guilty of cheating will at once be dropped from training. Chief Instructors are cautioned to remind students that all training is conducted on an individual honor system.

f. The following procedure for handling guest participants in TRD instruction has been established.

(1) General. It is the policy of TRD in the preparation and presentation of instruction that, insofar as possible, advantage will be taken of the special experience and abilities of persons outside TRD, who may be available as training consultants on specific problems or as guest lecturers, in order that trainees may have the benefit of current field and headquarters practices, procedures, and conditions as well as of instruction in technical subjects presented by persons directly concerned with current operations. These persons may be staff members of CIA, consultants to CIA, or appropriately approved personnel employed by other government agencies or departments.

(2) Recruitment.

(a) CIA Staff Members and Consultants. All requests for training assistance involving the use of any CIA staff member or consultant will be prepared in duplicate on Request for Training Assistance Form No. 51-90, February, 1950, and submitted to the office of the Chief, TRD, for approval and signature. (See Appendix 1.) This form will then be submitted by the Chief, TRD, to the appropriate office within the Agency for its approval.

(1a) In OSO and OPC this request will be addressed to ADSO and ADPC through EXO/OSO and

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CSII/OPC. If approved, the requested individual will be made available by his Division Chief to the Chief Instructor, TRD, and together with the instructor concerned they will arrange the necessary details of coordination.

(2a) Requests made by TRD instructors for training assistance by persons not in OSO or OPC but within the Agency will be submitted in duplicate to the office of the Chief, TRD, for approval and signature. These requests will be addressed to the appropriate Assistant Director of the Agency activity or chief of the Agency unit in which the individual requested is employed. The office of the Chief, TRD, will make the necessary arrangements for obtaining the assistance of this individual and for placing the requesting instructor in touch with him for the necessary coordination.

(3a) Nothing in f. (2) (a) (1a) and (2a), above, is to be interpreted as denying to an instructor informal personal contact with CIA staff members in connection with training problems and classroom presentations. Actual requests for specific training assistance will, however, be formalized as outlined above.

(4a) In all cases where CIA staff members furnish training assistance on a continuing basis, for certain specified subjects, only the initial request is required to be made. This request will indicate that this requested assistance is to be continuing.

(b) Other Government Agency or Department Employees.

(1a) Persons not employed by CIA but employed by other government agencies or departments may be obtained for training assistance in subjects or phases of subjects in which the security of CIA operations is not involved.

(2a) Requests for such training assistance will be submitted in duplicate to the office of the

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Chief, TRD, for approval and signature. These requests will be addressed to BLC/OSO or through CSII/OPC to the appropriate OPC liaison officer as set forth in [REDACTED] dated 13 September 1950, and either will request a specific individual or will specify the nature of the assistance desired. BLC/OSO or CSII/OPC will then contact the necessary agency or department concerned and will notify the Chief, TRD, of the person to be contacted by TRD. The initial contact by the instructor concerned with the person so made available will then be arranged by the office of the Chief, TRD, and the details of coordination will be worked out with this person by the instructor. It is important that, in dealing with non-agency government personnel, normal security rules be observed at all times.

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(3) Notification. It is the responsibility of the instructor concerned to insure that all guest lecturers or other persons assisting in TRD presentations be adequately notified of the specific hour and date they are requested to appear. Twenty-four hours prior to the presentation, a further reminder by telephone will be made by the instructor.

(4) Training Aids. It is the responsibility of the instructor concerned to ascertain the training aid requirements of all guests participating in TRD presentations. Such assistance as TRD is able to provide in the preparation and presentation of desired training aids will be coordinated with the Chief, Training Materials Staff, who is charged with confirming the availability of the materials or facilities required forty-eight hours prior to the presentation.

(5) Transportation.

(a) CIA Staff Members. Guests who are unfamiliar with the location of the building in which they are asked to lecture should be informed of the best route to the building and of the room number of the instructor concerned.

(b) Outside Speakers and CIA Consultants. The instructor concerned should determine whether or not the guest will provide his own transportation. If he has no transportation, the Administrative Officer, TRD, is to be

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notified twenty-four hours in advance by the instructor concerned in order that he may arrange CIA transportation to and from the training building.

(6) Reception and Presentation. The instructor concerned is charged with arranging the proper reception on the day of presentation of all guest participants in TRD instruction. These persons will be introduced to the class and will be under the personal escort of the instructor throughout their stay in the classroom building.

(7) Acknowledgment of Assistance. In the case of training assistance by persons from outside CIA, following an initial presentation, a letter of appreciation will be prepared by the instructor concerned for signature by ADSO or ADPC, as the case may be, and addressed either to the speaker personally, or to the chief of the agency or department in which the person is employed, whichever is deemed more appropriate.

4. Organization. TRD is organized to provide the planning of operational and administrative instruction required for the activities of OSO and OPC. (See Figure 1.) It consists of a small headquarters staff, three training branches, and a support staff which works in the interest of the training branches. Although assessment is not considered a part of training, the Chief, Assessment Staff, reports to the Chief, TRD, for matters of policy, and the Assessment Staff is administered by TRD.

a. Staff Training Branch. This branch conducts the training required for staff personnel, both in headquarters and in the field. (See paragraphs 7-12.)

b. Covert Training Branch. This branch conducts the training of all covert personnel, usually on a tutorial basis. (See paragraphs 13-17.)

c. Area Training Branch. The paramilitary training is conducted in part by TRD and in part as a joint effort between CIA and the National Military Establishment. (See paragraphs 18-22.)

d. Training Support Staffs. These staffs support the training activities of the three major training branches by providing assistance in tests and measurements, recording and scheduling

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students through training, research facilities, editing and publication, library facilities, and the production of training aids. (See paragraphs 23-26.)

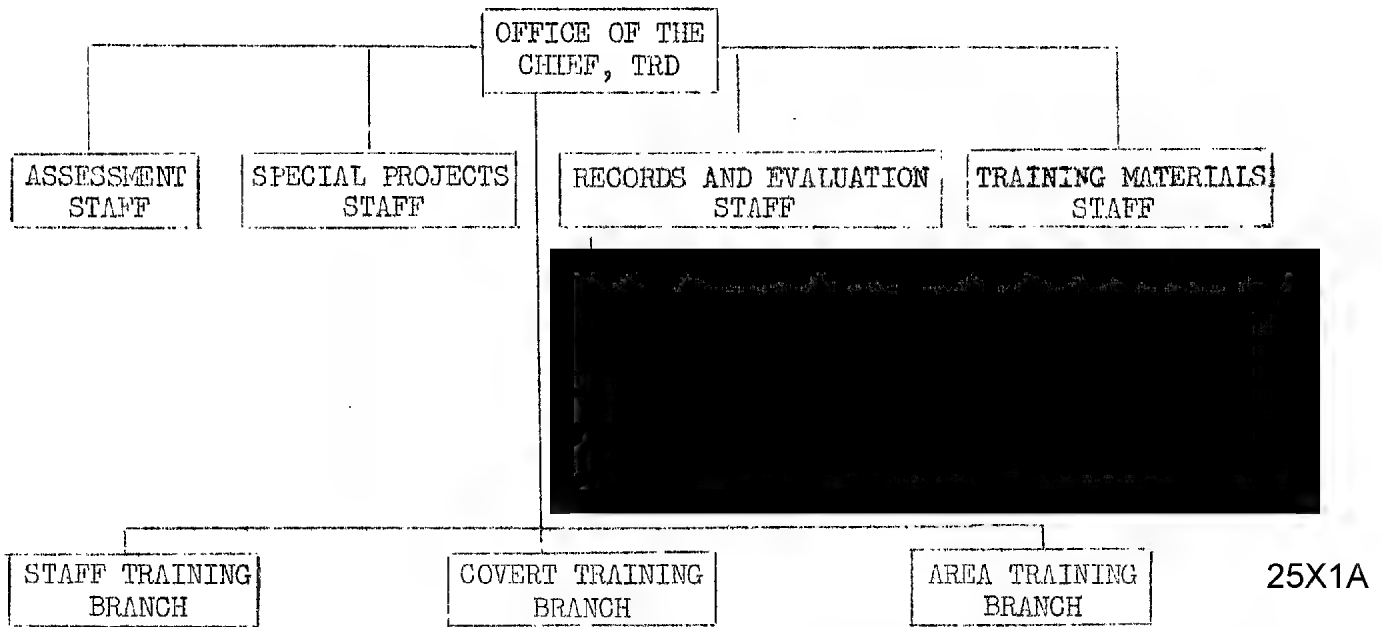


FIGURE 1. TRAINING DIVISION.

5. Location of Facilities. TRD occupies several physical locations in Potomac Annex and West Potomac Park.

a. Building T-13 (Potomac Annex, near Twenty-third Street and Constitution Avenue, Northwest). Covert Training Branch.

b. Building T-14 (Potomac Annex, near Twenty-third Street and Constitution Avenue, Northwest). First floor. Assessment Staff.



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e. [REDACTED] (West Potomac Park, on Independence Avenue). Staff Orientation Course, Study Programs, and CIA Reading Improvement Laboratory.

f. Recreation and Services Building (Quarters "I," on Ohio Drive). Area Training Branch, the Training Aids Section of Training Materials Staff, and Special Projects Staff.

6. Security

a. The security of clandestine operations and plans of CIA is a major consideration in the conduct of training. The security classification of the content and material covered in the various training phases is gradually increased, as the students progress through training, in order to exclude the possibility that they may be exposed to sensitive information before their definite place and future with the organization is determined.

b. The personal security of the individual student is guarded throughout training. In order to guide and prepare the student for his future assignment, it is necessary for the instructors to be acquainted with the background and mission of the individual student; however, students entering training should be briefed by their divisions as to the necessity of withholding this type of information from their fellow students.

c. Students who have been exposed to highly classified courses are specifically cautioned not to discuss the course itself with staff members other than their immediate superiors.

d. The Chief Instructors impart the security instructions governing their particular courses. It is of the utmost importance that these be rigidly adhered to, for reasons of security as well as for training purposes.

e. All lecture notes, drafts, and similar memoranda accumulated by students must be properly classified and safeguarded.

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This material is returned to the Records and Scheduling Officer at the completion of each course. It will be retained in Room 204, Building [REDACTED] for a period of six months during which time it may be consulted by students. Under no circumstances are these notes allowed to be sent to the field. This material may be made available for headquarters use by the interested Division or Staff Chief requesting it in writing from the Chief, TRD. After the six-month period these notes are destroyed.

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CHAPTER III

STAFF TRAINING BRANCH

7. Mission. To indoctrinate and train all staff personnel employed by OSO and OPC in connection with their assignments to the various activities conducted by those offices, with the exception of personnel whose duties will be of a nature requiring training in either the Covert Training Branch or the Area Training Branch.

8. Organization. In order to meet the functional training requirements of its mission, the Staff Training Branch is organized into four sections. (See Figure 2.)

a. [REDACTED] This section is responsible for the general indoctrination and training of all OSO and OPC personnel regardless of their specific job assignments. This section conducts the following courses.

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(1) Staff Orientation Course. (See Appendix 3.)

(2) Operations Course. (See Appendix 3.)

(3) Advanced Operations Course. (See Appendix 3.)

(4) Study Programs. (See Appendix 3.) These Study Programs are integrated with the three general courses listed above. They consist of directed research and writing assignments pertaining to the future area or job assignment of the individual student and are selected in coordination with the appropriate Training Liaison Officers of the Divisions and Staffs of both OSO and OPC.

b. [REDACTED] This section is responsible for conducting training for OSO and OPC officers in their specialties and in those fields in which their future assignments demand specialized knowledge and advanced training. Training is provided in the following activities.

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(1) Espionage. (See Appendix 3.)

(2) Counterespionage. (See Appendix 3.)

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- (3) Psychological Warfare. (See Appendix 3.)
- (4) Political Action. (See Appendix 3.)
- (5) Sabotage Operations. (See Appendix 3.)
- (6) Economic Warfare. (See Appendix 3.)
- (7) Resistance Operations. (See Appendix 3.)
- (8) Operations against the USSR. (See Appendix 3.)
- (9) Communist Party Operations. (See Appendix 3.)
- (10) Evasion and Escape Operations. (See Appendix 3.)

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c. [REDACTED] This section is responsible for the training of all OSO and OPC employees whose duties involve administrative functions or administrative responsibilities. This section conducts the following courses.

- (1) Administrative Training Course (for administrative assistants, clerks, and secretaries). (See Appendix 3.)
- (2) Staff Indoctrination Course (for senior officers who have broad administrative responsibilities). (See Appendix 3.)

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d. [REDACTED] This section is responsible for the indoctrination of OSO and OPC personnel in investigative techniques for defensive or aggressive purposes. The following courses are conducted.

- (1) Investigative Techniques. (See Appendix 3.)
- (2) Basic Photography. (See Appendix 3.)
- (3) Tutorial Technical Training. (See Appendix 3.)

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STAFF TRAINING BRANCH

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COURSES: STAFF ORIENTATION OPERATIONS ADVANCED OPERA- TIONS STUDY PROGRAMS	COURSES: ESPIONAGE COUNTERESPIONAGE PSYCHOLOGICAL WAR- FARE POLITICAL ACTION SABOTAGE OPERATIONS ECONOMIC WARFARE RESISTANCE OPERA- TIONS OPERATIONS AGAINST THE USSR COMMUNIST PARTY OPERATIONS EVASION AND ESCAPE OPERATIONS	COURSES: INVESTIGATIVE TECHNIQUES BASIC PHOTOG- RAPHY TUTORIAL TECHNICAL TRAINING	COURSES: ADMINISTRATIVE TRAINING STAFF INDOCTRINA- TION

FIGURE 2. STAFF TRAINING BRANCH.

9. Pattern of Training for New Operations Officers of OSO and OPC. The following pattern is anticipated for the flow of students through Staff Training Courses. When a student is turned over to TRD for complete training, his flow through the courses normally will be as outlined. In the case of any delay awaiting formal courses, the student will be assigned selected projects in the Study Programs.

- | | |
|------------------------------|----------|
| a. Staff Orientation Course. | 5 weeks. |
| b. Study Program. | 1 week. |
| c. Operations Course. | 5 weeks. |
| d. Study Program. | 1 week. |

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- e. Advanced Operations Course. 5 weeks.
- f. Basic Photography. 1 to 2 weeks.
- g. Investigative Techniques. 2 weeks.
- h. Advanced Specialized Training Courses. 2 to 3 weeks.

10. Training Requests.

a. Training Request Form 51-1, November, 1949, addressed to the Records and Scheduling Officer, TRD, must be completed and submitted in duplicate by the Division or Staff of OSC or OPC sponsoring a student, ten days before the training desired is scheduled to begin. (See Appendix 4.) In order to insure that the student receives the most effective training, guidance, and evaluation by TRD, it is essential that detailed and accurate information be provided in the training request.

b. For the purpose of achieving maximum training effectiveness, a training policy approved by OSC and OPC is established wherein students will be entered in Staff Training Courses on a continuing full-time basis. Requests for any exception to this policy must be substantiated by adequate justification and submitted to the Chief, TRD, in writing, through EXO/OSO or CSII/OPC.

c. After receipt of a training request, the Records and Scheduling Officer, TRD, will notify the sponsoring Division or Staff of the action taken. Every effort is made to honor all requests for training; however, should the existing training load make it necessary to postpone the acceptance of training requests, priorities will then have to be established by the sponsoring Division or Staff of OSC or OPC, within established training allocations.

11. Evaluation and Reports.

a. In addition to indoctrination and training, the Staff Training Branch also is charged with the responsibility for evaluating the trainee's performance. Evaluations are prepared during and at the completion of all Staff Training Branch courses and are submitted to ADSO or ADPC and to the interested Division and Staff Chiefs through the Chief, Records and Evaluation Staff, TRD. It is suggested that all questions pertaining to these evaluations

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be brought to the attention of the Chief, Records and Evaluation Staff, TRD.

b. Efforts are made to insure that a proper balance between training and evaluation is maintained, particularly that no materials, training methods, written assignments, objective tests, or practical operations problems are used which do not have a definite training value.

c. TRD evaluations are based upon the principle that an instructor can assess a student's performance in a given course, and it is recognized that there may be an inevitable effect on the student's future resulting from a TRD evaluation. This factor increases the already grave responsibility placed on the instructor and calls for objective and conscientious evaluation.

d. Evaluation reports on individual students will be received by interested Division and Staff Chiefs during the interim period between regularly scheduled courses. In order to obviate the interruption of training once begun and to prevent the blocking of training allocations with personnel considered to be unqualified for continuation in training, TRD will provide the sponsoring office with a preliminary oral evaluation report at least one week prior to the end of the course on all students who are considered unlikely to complete the course successfully. If it is planned to give the student further training contingent upon his final evaluation report and his successful completion of his present course, TRD will then accept his registration for the succeeding course, on a provisional basis. If it is planned to withdraw a student from training, the withdrawal should be made prior to the beginning of a succeeding course and immediate notification of a student's termination be given to the Records and Scheduling Officer, TRD.

12. Duties of Staff Training Instructors. Under the general direction and supervision of the Chief Instructors of the various staff training sections, instructors will be responsible for the following duties.

a. Preparation and presentation of lectures, problems, critiques, operational case histories, and conference discussions.

b. Preparation of, participating in, and conduct of laboratory training problems.

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- c. Research for and preparation of training manuals.
- d. Observation and individual guidance of students.
- e. Preparation, review, grading, and critique of students' written assignments, examinations, and the like.
- f. Preparation of final evaluation reports covering the performance of students during a particular training course.

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CHAPTER VI

TRAINING SUPPORT ACTIVITIES

23. Records and Evaluation Staff.

a. Mission.

(1) To supervise the student evaluation program of TRD with particular emphasis upon its reliability and validity.

(2) To maintain liaison with relevant offices of OSO and OPC on matters pertaining to evaluation.

(3) To maintain the records necessary for the fulfillment of the mission of TRD.

b. Organization. In order to meet the demands of supervising evaluation and maintaining records, the Records and Evaluation Staff is broken into two sections.

(1) The Evaluation Section. The Evaluation Section is responsible for the following.

(a) Supervision of student evaluation in the various training branches of TRD. This includes the following.

(1a) Development of reliable and valid procedures for measuring student performance.

(2a) Assistance to instructors in the preparation of examinations.

(3a) Development of efficient means for reporting evaluation results.

(b) Necessary liaison with OSO and OPC when student evaluation is concerned. It is the Chief, Records and Evaluation, who should be contacted in matters pertaining to student progress.

(c) Assistance in determining the effectiveness of training. This includes the prosecution of research

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designed to determine a comprehension list of critical requirements for typical activities with which TRD is concerned, and recommendations pertaining to the modifications of training based upon the results of the above research.

(d) Maintenance of professional coordination with the Assessment Staff.

(e) Provision of psychological counsel to students when requested by responsible officers or the student.

(2) Records and Scheduling Section.

(a) The Training Request Form 51-1, November, 1949, addressed to the Records and Scheduling Officer, TRD, must be completed and submitted in duplicate by the Division or Staff of OSO or OPC sponsoring a student, ten days before the Staff or Area Training Branch training desired is scheduled to begin. (See Appendix 4.) In order to insure that the student receives the most effective training, guidance, and evaluation by TRD, it is essential that detailed and accurate information be provided in the training request.

(b) For the purpose of achieving maximum training effectiveness, a training policy approved by OSO and OPC is established wherein students will be entered in Staff and Area Training courses on a continuing full-time basis. Requests for any exception to this policy must be substantiated by adequate justification and submitted to the Chief, TRD, in writing, through EXO/OSO or through CSII/OPC.

(c) After receipt of a training request, the Records and Scheduling Officer, TRD, will notify the sponsoring Division or Staff of the action taken. Every effort is made to honor all requests for training; however, should the existing training load make it necessary to postpone the acceptance of training requests, priorities will then have to be established by the sponsoring Division or Staff of OSO or OPC, within established training allocations.

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(d) Covert training is scheduled by the Division or Staff of OSO or OPC directly with the Covert Training Branch, as indicated in paragraph 16.

(e) The Records and Scheduling Officer, TRD, is responsible for all student training records. These include a card file showing courses attended by all students; a dossier for each Staff or Area Training Branch student including all evaluations, correspondence, and class papers, and a file for each Staff and Area Training Branch course conducted including course schedules and student rosters. Inactive files are kept in Room 109A, Building [REDACTED] and current files are kept in Room 204, Building [REDACTED]. Members of TRD and Division and Staff Chiefs may consult these files. The Records and Scheduling Officer, TRD, also files student class notes which are kept for a period of six months. These will be made available to the students on loan, upon the receipt of a written request from the Division or Staff Chief.

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(f) The Records and Scheduling Officer, TRD, is also responsible for preparing the monthly TRD progress report and other statistical reports as required by the Chief, TRD, and the Chief, Records and Evaluation Staff.

(g) The Records and Scheduling Officer, TRD, also maintains a cross-reference file of student names or pseudonyms when such are used.

24. Training Materials Staff. The Training Materials Staff, functioning through the Research Section, the TRD Libraries, and the Training Aids Section, performs important services in support of the various branches, staffs, and instructional courses of TRD. It supports TRD activities through the following means.

a. Research Section. The Research Section provides the following services for OSO and OPC personnel of TRD.

(1) Research. (These services are made available to TRD staff personnel on request to the Research Materials Officer, Room 109, [REDACTED] Requests for research will be submitted on Research Materials Routing Slip, Form 51-85, December, 1949, at least two weeks prior to the expected date of use.) (See Appendix 12.)

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(a) Maintenance of operational information techniques files, with systematic exploration and recording of data from all accessible sources (in particular, interviews, case studies, espionage fiction, memoirs, diaries, and similar material).

(b) Acquisition, adaptation, and revision of case studies, through Training Liaison Officers and Foreign Divisions and Staffs.

(c) Acquisition of data and periodic preparation of studies on schools and methods of training by foreign intelligence services.

(d) Preparation of training guides, manuals, lectures, problems, studies, and materials at the request, on a priority basis, of staff personnel and others, primarily in support of course-building.

(2) Debriefing of Returned Field Staff Personnel. It is essential as well as beneficial to the progress of both OSO and OPC that staff employees share as fully as possible with TRD the results of current operational field experience.

(a) Returned field staff personnel of both OSO and OPC are routed to the Research Materials Officer, Room 109, [REDACTED] through SED, for clearance, whereupon they are requested to fill in the Debriefing Form (Training Division), indicating their familiarity with the subject of the item. (See Appendix 13.)

(b) Subsequently, arrangements will be made by the Research Materials Officer for the debriefing by TRD staff officers, of those staff employees who have indicated on the Debriefing Form (Training Division) exceptional experience and familiarity with operational methods and/or techniques of instructional value to TRD.

(c) Thereafter, a preliminary draft of the debriefing, as transcribed, will be forwarded to the staff employee for such corrections, additions, or deletions as he may deem appropriate after which it will be edited, desensitized, processed in final form, and filed for reference with the Document Control Officer.

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(d) Unless otherwise specifically authorized by the Chief, TRD, or by his Deputy, the debriefing will be made available to TRD staff officers only.

(3) Document Control. The Document Control Officer is responsible for the following.

(a) Maintenance of a central registry for all classified intelligence documents of instructional value to TRD.

(b) Maintenance of files and document control of materials, as follows.

(1a) All incoming, classified intelligence documents from CIA, State, Army, Navy, Air, Commerce, Treasury, foreign agencies, and others, of instructional value or interest.

(2a) Duplicate copies of all CIA, OSO, and OPC GAI's, GOI's, ODH's, OPH's, SO Procedure Guides, SO Directives, S-Memoranda, and others of instructional value or interest.

(3a) All interviews and debriefings of returned staff employees.

(4a) Transcripts of various projects (lectures, interviews, and such) from wire recorders, dictaphones, and/or other mechanical means.

(4) Editing and Publication.

(a) To facilitate the uniform processing and control of TRD publications, the following procedures have been adopted and will be performed as a support function by the Research Materials Officer, through the Information and Editorial Specialist.

(b) TRD publications so affected will include all manuals, guides, problems, case studies, glossaries, course schedules, research papers, examinations, and administrative instructions and forms.

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(c) Upon completion, and subsequent approval, such manuscripts will be transmitted, typewritten, double-spaced, in rough draft, to the Research Materials Officer, Room 109, Building [REDACTED] for editing, preparation of stencils, copy-reading, reproduction, and distribution to author.

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(d) Each manuscript will be accompanied by Research Materials Routing Form 51-85, December, 1949, in duplicate. (See Appendix 12.) Each slip will indicate the following.

(1a) Person originating the request.

(2a) Approval by the chief instructor of the course for which prepared and the appropriate Chief, Area Training Branch, Covert Training Branch, Staff Training Branch, Training Materials Staff, and/or TRD, who will be the staff officers responsible for coordination of doctrine with other branches within TRD.

(3a) TRD code designation. (See Appendix 14.)

(4a) Type of service required. (See paragraph (g), below.)

(5a) Number of copies required.

(6a) Date job required.

(7a) Classification.

(e) Normally, except in rare instances where more rapid service becomes imperative, two weeks should elapse between the date of receipt by the Research Materials Officer, and the date the manuscript is required by the person initiating the request.

(f) Unless otherwise indicated, only mimeograph will be used.

(g) The following additional reproduction services are, however, available upon request: photostat,

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photography, microfilm, ozalid, composing, offset print, mimeograph, addressograph, varitype, and rubber stamp.

25X1A b. TRD Libraries. The central TRD Library is located in Room 166, [REDACTED] Branch libraries are located in the Recreation and Services Building, Quarters "I," and at the [REDACTED] land country house. Services offered by the TRD Libraries include those indicated below.

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(1) Circulating Library.

(a) Books: reference, area background, technical, espionage, sabotage, paramilitary, army manuals, and others.

(b) Periodicals: subscriptions to current periodicals dealing with subjects of interest to OSO and OPC.

(c) Book loan service from CIA Library/OCD, Library of Congress, or other local Libraries.

(2) Document Procurement. TRD staff requests for all documents, classified or non-classified, will be forwarded on Research Materials Routing Slip Form 51-85, December, 1949, in duplicate, directly, and only, to the Chief, Training Materials Staff, for processing through outside channels. (See Appendix 12.) The Chief, Training Materials Staff, maintains liaison with the CIA Library/OCD, ICS/OSO, I/IS/-OPC, IID/OSO, III/Re/OPC, OSS Archives, Graphics Register, Biographic Register, and the divisions and staffs of both OSO and OPC. TRD staff personnel requiring the use of the facilities of the CIA Library/OCD, Graphics Register, or Biographic Register, for materials or research, first will clear through the Chief, Training Materials Staff.

(3) Foreign Language Training Library. The foreign language training library offers the following services.

(a) A sound-proofed room equipped with record player and records for use by students during the daytime.

(b) Complete sets of all records put out by the Armed Forces Institute, Linguaphone, and other language record companies. Record sets to go with elementary phrase books published by the Department of the Army.

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(c) Record players for loan to students or other personnel for home study of language records.

(d) Foreign language dictionaries and grammars.

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c. [REDACTED] The services of the [REDACTED] Section are made available to staff personnel on request to the Chief, Training Materials Staff.

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(1) Functions of the [REDACTED] include those indicated below.

(a) Provision of expert advice in the use of visual aids for improved classroom presentation.

(b) Drafting, chart making, and preparation of visual aids for classroom and other uses.

(c) Maintenance of a map library for use of OSO and OPC personnel and students in TRD. The following services are offered.

(1a) Complete world coverage of large scale maps and gazeteers.

(2a) Supplies of non-classified maps for permanent retention of interested personnel.

(3a) Procurement of additional maps not in the map library.

(d) Maintenance of a training film library. All training films used in TRD by OSO and OPC are handled by this section. The following services are available to staff personnel on request to the Chief, Training Materials Staff.

(1a) Maintenance of a permanent training film library.

(2a) Handling of all films obtained on loan from the CIA film service in Graphics Register.

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(3a) Responsibility for scheduling and showing all training films.

(4a) Control of the use of the auditorium projection room in [REDACTED]

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(5a) Provision of services of a trained projectionist with equipment for use in other buildings of TRD.

(6a) Screening of films for possible use in TRD.

(7a) Publication of a weekly film schedule.

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(2) Services provided by the [REDACTED] include the following, as listed below.

(a) Standard size (3'x4') charts.

(b) Transparencies (8"x10") for VU-Graph projection.

(c) Lantern slides (either 3 $\frac{1}{4}$ "x4" or 2"x2").

(d) Film strips.

(e) Varitype chart transparencies.

(3) Training aids now available include the following, as listed below.

(a) Projection equipment.

(1a) 16 mm. movie projectors (portable).

(2a) 35 mm. movie projectors.

(3a) 3 $\frac{1}{4}$ "x4" lantern slide projector.

(4a) Film strip and 2"x2" slide projector.

(5a) Opaque projector (to be borrowed from Graphics Register).

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(6a) VU-Graphs for projection of writing and 8"x10" transparencies and 3 $\frac{1}{4}$ "x4" lantern slides.

(7a) 35 mm. film viewer.

(8a) 16 mm. film viewer.

(9a) Microfilm Recordak projector viewer.

(10a) Portable projection screen.

(11a) Stereo-projector for 2"x2" kodachrome or black and white slides.

(12a) 84"x84" stereo-screen (portable).

(13a) Stereo-Realist camera for taking stereo-pictures.

(14a) Aluminum painted wall screens for all classrooms (mainly for VU-Graph projection).

(b) Recording and reproducing equipment.

(1a) Wire recorders.

(2a) Dictaphone recorders.

(3a) Soundscribe recorder for 7" flat discs (to be borrowed from the Technical Training Section, Staff Training Branch).

(4a) Sandwich-Bowen high fidelity reproducer for 78 and 33 R. P. M. records and microphone.

(5a) Tape records (to be borrowed from the Technical Training Section, Staff Training Branch).

(6a) Portable electric record players (to be borrowed from the Foreign Language Training Library).

(c) Miscellaneous equipment.

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(1a) Varsity, with twenty different type fonts.

(2a) Pulldown maps.

(3a) Plastic terrain maps.

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25. Assessment Staff. Requests to be scheduled for assessment should be forwarded directly to the Chief, Assessment Staff, Room 3, [REDACTED], on Assessment Request Form 51-83, November, 1949, to assure that important problems are recognized and handled by the proper staff officer. (See Appendix 15.)

a. In OSO, requests for assessment of personnel, initiated by Division or Staff Chiefs, must subsequently be approved by the EXO/OSO.

b. In OPC, requests for assessment of personnel, initiated by Division or Staff Chiefs, must subsequently be approved by CSII/OPC.

c. Requests for assessment of personnel of SSS must be approved by the Chief, SSS, or the Chief, SED.

d. Requests for assessment of personnel of TRD must be approved by the Chief, TRD.

e. Information with respect to covert cases requiring special handling should be obtained either from the Chief, Assessment Staff, or from the Administrative Assistant, Assessment Staff, extension 2332.

26. Special Projects Staff.

a. Mission. The Special Projects Staff is responsible for all special training and training assistance required by OSO and OPC and not available through the existing courses and facilities of TRD.

b. Functions. The Special Projects Staff shall perform the following functions.

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(3) Prepare plans for special training projects, including such matters as cover, security, facilities, curriculum, control, and coordination.

(4) Coordinate and collaborate, with the Chief, Staff Training Branch, and the Chief, Area Training Branch, in matters pertaining to instructor requirements for special training projects.

(5) Conduct special training for OSO and OPC staff personnel to improve reading speed and rate of comprehension.

(6) Provide special training materials for the use of OSO and OPC staff case officers concerned in special training overseas.

(7) Prepare the OSO and OPC mobilization training courses.

(8) Prepare the OSO and OPC reserve personnel training programs.

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(10) Maintain relationships with training establishments of other intelligence and security agencies of the United States Government.

(11) Obtain necessary clearance for training materials for use in special training projects and in dealing with other intelligence services.

(12) Obtain clearances for staff members of TRD to conduct training in any special project.

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CHAPTER VII

OTHER TRAINING

27. Communications Training.

a. Requests for communications training for OSO staff and covert personnel will be send directly to the Communications Training Branch (extension 2977), Communications Division.

b. Requests for communications training for OFC staff and covert personnel will be forwarded to the Communications Training Branch (extension 2977), Communications Division, through SII/SA/CM.

c. In addition, the Covert Training Branch, TRD, will be notified in all cases where covert training has been requested.

d. The Communications Training Branch, Communications Division, will forward notification of approval for training to the division sponsoring the student. This notification will specify the date and the office to which the student will report for training. In the event the approval date is not acceptable to the sponsoring division, immediate arrangements should be made with the Communications Training Branch, Communications Division, for enrollment in the next class.

e. Upon completion of a course of study, the sponsoring division will be notified of the date of completion and the adjectival rating attained by the student. (See Appendices 16 and 17.)

28. Cryptographic Training. The following types of cryptographic training are given by the Communications Training Branch, Communications Division. (Final decision as to the amount and type of training will be made by the Communications Division.)

a. Staff Cryptographic. Given to staff personnel who will perform or assist with cryptographic duties at a staff cover station. A cryptographic clearance is required.

(1) Training Course (160 hours). Satisfactory completion of this course will qualify the student to perform staff cryptographic duties for the particular assignment.

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(This course is required for all personnel going to a station with three or less persons assigned, and for at least three persons going to larger stations, or personnel replacing a communications-trained individual.)

(2) Briefing Course (40 hours). This course gives the student an appreciation of the conditions and security procedures under which staff cover communications operate for the particular assignment. The completion, of course, does not qualify the student to perform cryptographic duties except in an emergency and with the help of written instructions.

b. Clandestine Cryptographic. Given only to personnel who will be involved in clandestine cryptographic operations. A cryptographic clearance can be waived under certain conditions; however, this is subject to the approval of the Chief, Communications Security Branch.

(1) Specific Course (140 hours). This course gives the student an understanding of cryptographic communications systems, procedures, and security precautions used for a specific clandestine field operation. Upon satisfactory completion of this course, the student should be able to perform cryptographic duties for the specific operation for which training was given.

(2) Basic Course (100 hours). This course gives the student an understanding of basic cryptographic communications systems, procedures, and security precautions used for clandestine field operations. Upon satisfactory completion of this course, the student should be able to follow written instructions for a specific cryptographic clandestine operation.

c. Clandestine Radio. Given only to personnel who will be involved in clandestine radio operations.

(1) Training Course (time required subject to student's ability and background). This course includes Morse Code (slow speeds), minor maintenance of agent radio equipment, basic radio theory, and communications procedures. On satisfactory completion of this course, the student should be able to establish radio communications as required for his assignment.

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(2) Briefing Course. Designed to familiarize the student with communications security problems, radio equipment, and procedures. The material covered in this course will be dependent on the requirements of the operation. Satisfactory completion of this course does not qualify the student to perform radio communications.

d. Electronic Surveillance. This course includes instruction in the use of electronic surveillance equipment and techniques, security considerations, and counter-electronic surveillance measures.

29. Language Training.

a. TRD Facilities. Language texts, records, and record players are available for loan in the TRD Library, [REDACTED] A small record listening room is also available in [REDACTED] These facilities are under the supervision of the Chief, Training Materials Staff.

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b. Foreign Service Institute. Language training facilities of the Foreign Service Institute can be made available through TRD for students having an operational need for them. Regularly-scheduled classes are conducted by linguistic scientists, who direct drill sessions with native speakers. Language records are also used. When proficiency in a language is desired, it is advisable to allow sufficient time for an extended program. Proficiency examinations can be arranged. Where language training is desired for a student, this should be indicated on Training Request Form 51-1, November, 1949. (See paragraph 9, above.) The following factors are taken into consideration in arranging for this training: degree of proficiency, length of availability, intensity of course, availability of native speakers, training load. Inquiries and requests will be handled by the Record and Scheduling Officer, extension 3274.

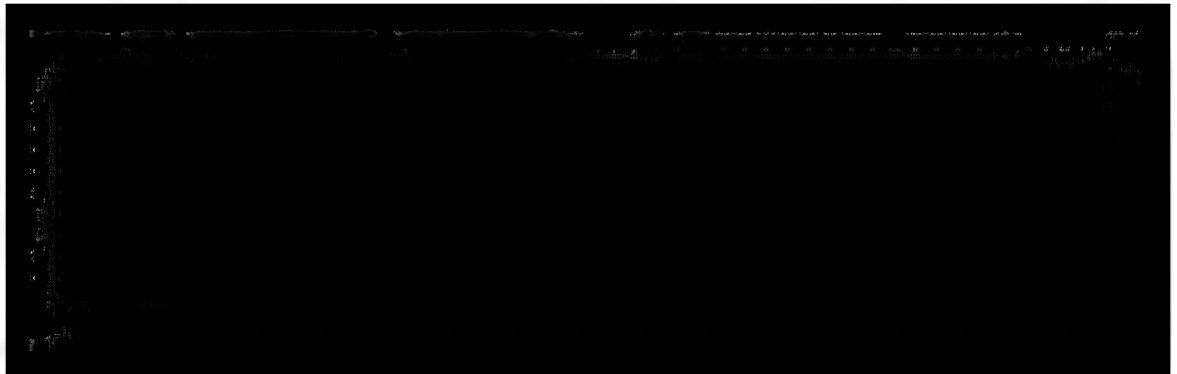
c. Other Official Training. Requests for other official training to be conducted in universities, commercial schools, and other facilities are screened by TRD and forwarded to ADSO or ADPC with an appropriate recommendation. Inquiries and requests will be handled by the Record and Scheduling Officer, TRD.

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d. Unofficial Language Training. All language training undertaken by OSO or OPC personnel for personal purposes and not on official funds will not be handled by TRD. Such requests, which include the G. I. Bill of Rights training, will be cleared through the Chief, Inspection and Security.



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CHAPTER VIII

TRAINING LIAISON OFFICERS

31. General. In order to achieve a closer coordination between OSO and OPC planning and operating units and TRD and to increase the effectiveness with which TRD meets their training needs, each OSO and OPC Division and Staff Chief is asked to designate a responsible member of his staff to act as Training Liaison Officer. These officers are asked to meet with the training staff at intervals of approximately a month.

32. Functions. The functions and responsibilities of the Training Liaison Officers are as follows.

a. To act as the authoritative representative of his division or staff in all dealings with TRD and to act as interpreter to TRD of such policies, plans, and procedures of his division or staff as may affect training.

b. To set up training for all personnel of his branch in coordination with training schedules and courses as conducted by TRD, and to act as case officer for all students from his division or staff enrolled in TRD training courses. In this respect, he has the additional responsibility for thoroughly briefing such students on the importance and purpose of their training prior to enrollment.

c. To maintain direct and constant liaison with the Chief, TRD, the chiefs of training branches, and the Chief Instructors of the various training courses.

d. To keep his division or branch informed of training courses and the facilities, plans, and procedures of TRD.

e. To keep TRD informed of general and specific training plans and requirements of his division or staff, and to furnish TRD the necessary data about students for training and evaluation purposes.

f. To maintain liaison with the Chief Instructors of the various training courses with respect to the progress of individual students, and to keep his division or staff chiefs and

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the respective desk officers of students informed of the student's progress.

g. To assist TRD in the planning and evaluation of special student projects.

h. To review his division or staff transactions in order to select operational and other pertinent division or staff materials, such as case histories of studies of foreign intelligence services, and to make available such materials to TRD for use in appropriate training courses.

i. To inform TRD of his division's or staff's evaluation of students' performances after their assignments to the division or staff (headquarters or field) wherever such performance reflects the result of their training.

(Note. A branch training liaison officer will act as case officer for students in covert training only on the specific directive of the division or staff chief concerned.)

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DATE:

MEMORANDUM FOR:

SUBJECT : Request for Training Assistance

1. It is requested that the following named person(s) be made available to TRD for training assistance in the subject(s) indicated below:

a. Name _____

b. Date _____

c. Hour _____

d. Place _____

e. Subject _____

f. Capacity _____

2. In the event the above named person(s) is (are) unable to attend the presentation as scheduled, it is requested that he (they) designate a suitable alternate and so advise TRD.

3. Upon approval, the necessary coordination as to content and method of presentation will be effected with the person concerned by the following TRD staff member charged with the presentation of this instruction:

a. Name _____

b. Telephone No. _____

Chief, TRD

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APPENDIX 3

STAFF TRAINING COURSES

1. Common Instruction Courses.

a. Staff Orientation Course.

(1) Purpose.

(a) To provide basic orientation and indoctrination of staff officers and to introduce them into the general problems, principles, requirements, and methods of intelligence.

(b) To determine the student's understanding of and ability to apply the basic principles and methods as presented in the course.

(2) Content. Methods of obtaining and reporting information; security; background information on international Communism; basic operational techniques such as interviewing, eliciting, interrogation, mapping, sketching, and observation.

(3) Security. The course as a whole bears the classification, SECRET; however, most of the material dealt with is of lower classification. This approach is necessary in order to withhold knowledge of OSO and OFC activities and methods from students whose employment may be terminated as a result of their performance in the Staff Orientation Course.

(4) Candidates. Security-cleared operations, planning, reports, or other staff officers, with or without experience.

(5) Prerequisites. None.

(6) Duration. Five weeks.

(7) Capacity. 20.

(8) Location. [REDACTED]

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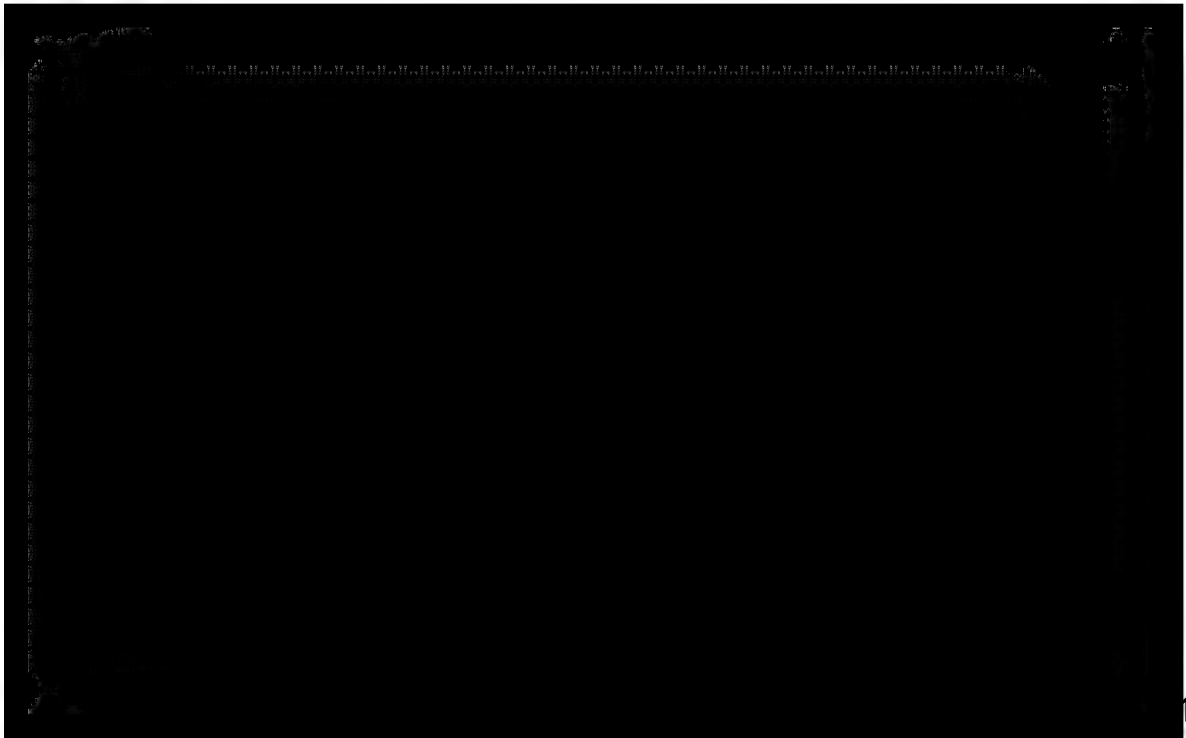
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3. Administrative Training Courses.

a. Administrative Course (two weeks).

(1) Purpose.

(a) To indoctrinate and train administrative assistants, clerks, and secretaries in administrative procedures and security, and to provide them with an elementary background of covert operations in order to enable them better to understand their support functions and responsibilities.

(b) To ascertain the student's knowledge of and ability to apply the procedures as presented in the course.

(2) Content. Functions and organization of CIA, OSO, and OPC; headquarters and field administrative procedures with respect to personnel, funds, travel, transportation, supply, pouch and cables, registry; introduction to covert operations and defensive security requirements and techniques.

(3) Security. SECRET.

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(4) Candidates. New or experienced personnel with headquarters or field assignments as administrative assistants, clerks, or secretaries.

(5) Prerequisites. Full security clearance.

(6) Duration. Two weeks.

(7) Capacity. 20.

(8) Location. [REDACTED]

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b. Staff Indoctrination Course (one week).

(1) Purpose. To provide Staff Officers familiarization with the administrative organization, facilities, and general procedures of CIA, OSO, and OPC, as established for the support of covert operations.

(2) Content. Administrative organization and functions of CIA, OSO, and OPC; functions of Management, Budget, Medical, and Inspection and Security Staffs; personnel procedures; preparation of budgets; travel procedures; supply and equipment; dispatch and pouch procedures; Registry functions.

(3) Security. SECRET.

(4) Candidates. OSO and OPC senior administrative officers, station chiefs, and other staff officers having broad administrative responsibilities requiring familiarization with administrative organization, facilities, and procedures.

(5) Prerequisites. Completion or at least previous auditing of selected phases of the Operations Course and Advanced Operations Course.

(6) Duration. One week.

(7) Capacity. 20 to 25.

(8) Periodicity. Once per month.

(9) Location. [REDACTED]

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4. Investigative Techniques Training Courses.

a. Investigative Techniques Course.

(1) Purpose. To indoctrinate OSO and OFC personnel in basic investigative techniques. This is done from a defensive viewpoint and for neutralizing purposes by providing them with sufficient working knowledge of general counterintelligence techniques as they are employed against our operations. At the same time, the course aims at a working proficiency in a few selected techniques as they could be used by OSO and OFC operations in an aggressive way against foreign targets should the occasion arise.

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(3) Security. CONFIDENTIAL.

(4) Candidates. Operations personnel and individuals responsible for the security of field establishments.

(5) Prerequisites.

(a) For officers, completion of the Operations Course.

(b) For administrative personnel, completion of the two weeks' Administrative Course.

(c) For all students, completion of the Basic Photography Course.

(6) Duration. Two weeks, full-time.

(7) Capacity. 8 students.

(8) Periodicity. Twice a month.

(9) Location. Second floor of garage.

b. Basic Photography Course.

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(1) Purpose. To teach certain basic and elementary photographic techniques to people with little or no background in this work so that they will acquire a working proficiency. The course primarily provides training in the reproduction of all types of documentary material by photographic means. Students make use of photographic equipment and materials most likely to be encountered in the field and learn techniques which have been found most useful because of their simplicity. In addition, the students learn to do the usual type of outdoor photography.

(2) Content. This course covers the more commonly used 35mm. cameras, including the Kodak 35, Argus A-2, and Leica IIIC; special attachments for copy work, including copy lens and the stewardry copier; developing of film; enlarging and contact printing; reflex-copy printing; and general discussion of other camera types and techniques.

(3) Security. Not classified.

(4) Candidates. All field personnel.

(5) Prerequisite. None.

(6) Duration. One week, full-time, plus one additional week for further laboratory work if desired.

(7) Capacity. 8 students.

(8) Periodicity. Two courses per month.

(9) Location. Second floor of garage.

c. Tutorial Technical Training.

(1) Purpose. To provide tailor-made specialized training on a tutorial basis in the fields of surveillance, security devices, surreptitious entry, and special photography techniques.

(2) Content. To depend upon the individual requirements of the student's job assignments as determined between the Training Liaison Officers and the Chief, Investigative Techniques Training Section.

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(3) Security. Unclassified.

(4) Candidates. Personnel such as operations or security officers whose assignments call for a particularly thorough knowledge of and working proficiency in investigative techniques.

(5) Prerequisites. Completion of Investigative Techniques Course and Basic Photography Course.

(6) Duration. To vary from case to case.

(7) Capacity. To be decided in each case; to depend on the current work load.

(8) Periodicity. To be set up whenever facilities permit.

(9) Location. Second floor of garage.

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TRAINING EVALUATION

1. The official to whom this report is entrusted is personally responsible for it. Although he may within his discretion show it to other members of his staff, the report should never be shown to the student whom it concerns.

2. The report summarizes the findings, observations, and opinions of the various instructors during the course listed only, with no reference to other facts or findings about the student. More complete data is available in the files of the Training Division and may be examined after contacting the Records and Scheduling Officer.

STUDENT'S NAME _____

DATE OF REPORT _____

TRAINING COURSE _____

DIVISION _____ GRADE _____

TRAINING PERIOD _____

PROJECTED ASSIGNMENT _____

1. PERFORMANCE RECORD. The following grades show the achievement of the student in class problems and examinations. The total possible score is broken down to indicate the relative weighting of various factors. The overall adjectival rating is based on the following scale: 0 to 59% Unsatisfactory; 60 to 79% Satisfactory; 80 to 89% Excellent; 90 to 100% Superior.

2. TRAIT CHARACTERISTICS RECORD. The following indicates the various personality traits as observed by the instructors during the training period. The observations include the student's participation and conduct in training as well as his reactions to various problems and situations. A scale of 0 to 10 is used, 0 indicating that the trait has not been observed, the lower numbers indicating below average, the higher indicating above average.

	<u>Rating</u>
(1) Ability to get along and work with people	
(2) Ability to grasp instructions	
(3) Enthusiasm and Interest in work	
(4) Industriousness	
(5) Practical Intelligence	
(6) Astuteness	
(7) Adaptability	
(8) Effectiveness	
(9) Stability	
(10) Initiative	
(11) Imagination	
(12) Ability to handle and direct people	

3. COMMENT. (To be used only in cases of outstanding strengths and weaknesses.)

CHIEF INSTRUCTOR

APPROVED. _____
CHIEF, STB

REVIEWED. _____
CHIEF, TRD

TRAINING EVALUATION

1. The official to whom this report is entrusted is personally responsible for it. Although he may within his discretion show it to other members of his staff, the report should never be shown to the student whom it concerns.

2. The report summarizes the findings, observations, and opinions of the various instructors during the course listed only, with no reference to other facts or findings about the student. More complete data is available in the files of the Training Division and may be examined after contacting the Records and Scheduling Officer.

STUDENT'S NAME _____

DATE OF REPORT _____

TRAINING COURSE Administration

DIVISION _____ GRADE _____

TRAINING PERIOD _____

PROJECTED ASSIGNMENT _____

1. PERFORMANCE RECORD. The following grades show the achievement of the student in class problems and examinations. The total possible score is broken down to indicate the relative weighting of various factors. The overall adjectival rating is based on the following scales: 0 to 59% Unsatisfactory; 60 to 79% Satisfactory; 80 to 89% Excellent; 90 to 100% Superior.

	Possible Score	Achieved Score
(1) Shorthand	(25)	
(2) Typing	(25)	
(3) Correspondence Techniques	(25)	
(4) Office procedures	(25)	
(5) Headquarters administrative procedures	(100)	
(6) Field administrative procedures	(90)	
(7) Field supply procedures	(10)	

TOTAL _____

Overall adjectival rating

2. TRAIT CHARACTERISTICS RECORD. The following indicates the various personality traits as observed by the instructors during the training period. The observations include the student's participation and conduct in training as well as his reactions to various problems and situations. A scale of 0 to 10 is used, 0 indicates that the trait has not been observed, the lower numbers indicating below average, the higher indicating above average.

	Rating
(1) Ability to get along and work with people	
(2) Ability to grasp instructions	
(3) Enthusiasm and interest in work	
(4) Industriousness	
(5) Practical Intelligence	
(6) Astuteness	
(7) Adaptability	
(8) Effectiveness	
(9) Stability	
(10) Initiative	
(11) Imagination	
(12) Ability to handle and direct people	

3. COMMENT. (To be used only in cases of outstanding strengths and weaknesses.)

CHIEF INSTRUCTORAPPROVED. _____
CHIEF, STBREVIEWED. _____
CHIEF, TRD

Next 5 Page(s) In Document Exempt

SECRET

REQUEST FOR AREA TRAINING

Note: This form must be submitted in duplicate.

NAME OF STUDENT

THIS IS: ☐ TRUE NAME

THIS DATE

☐ PSEUDONYM

NAME OF CASE OFFICER

TELEPHONE

TRAINING REQUESTED (Area Training; Survival, Escape, and Evasion; Other)

INFORMATION OF IMPORTANCE IN CONDUCTING THIS STUDENT'S TRAINING (Military Experience, Area Background; Other)

PARTICULAR ATTRIBUTES OR APTITUDES TO BE OBSERVED OR EVALUATED IN TRAINING

STATUS OF SECURITY CHECK

PROJECT UNDER WHICH TRAVEL IS TO BE PERFORMED

CANDIDATE PHYSICALLY QUALIFIED TO ATTEND REQUESTED TRAINING
(Explain inability to make this statement at this time)

☐ YES

☐ NO

STUDENT'S STATUS

STAFF EMPLOYEE OR STAFF AGENT

☐ YES

☐ NO

CAREER AGENT ☐ YES

☐ NO

IF "NO" BRIEFLY EXPLAIN:

IF CAREER AGENT CONTRACT PROVIDES

DEATH BENEFITS

☐ YES

☐ NO

HOSPITALIZATION EXPENSES

☐ YES

☐ NO

DISABILITY BENEFITS

☐ YES

☐ NO

MEDICAL EXPENSES

☐ YES

☐ NO

STUDENT BRIEFED REGARDING PRIVATE INSURANCE PROVISIONS ☐ YES ☐ NO IF "NO" EXPLAIN:

SIGNATURE OF AUTHORIZED REQUESTOR

SECRET

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RESEARCH MATERIALS ROUTING SLIP			
TITLE OF PROJECT			
TO		INITIALS	DATE
	CHIEF INSTRUCTOR		
	CHIEF, ATB		
	CHIEF, CTB		
	CHIEF, COMMON INSTRUCTOR, STB		
	CHIEF, STB		
	CHIEF, TM		
	CHIEF, TRD		
	RMO		
FROM		INITIALS	DATE
REMARKS:			
SERVICES REQUIRED	X	NO. OF COPIES REQUESTED	THIS DATE
PHOTOSTAT			DATE JOB REQUIRED
OFFSET PRINT			CLASSIFICATION
MIMEOGRAPH			
PHOTOGRAPH			
MICROFILM			
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RESEARCH MATERIALS ROUTING SLIP			
1. NAME OF PROJECT			
TO		INITIALS	DATE
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	CHIEF, ATB		
	CHIEF, CTB		
	CHIEF, COMMON INSTRUCTOR, STB		
	CHIEF, STB		
	CHIEF, TM		
	CHIEF, TRD		
	RMO		
FROM		INITIALS	DATE
REMARKS:			
SERVICES REQUIRED	X	NO. OF COPIES REQUESTED	THIS DATE
PHOTOSTAT			DATE JOB REQUIRED
OFFSET PRINT			
MIMEOGRAPH			CLASSIFICATION
PHOTOGRAPH			
MICROFILM			
RUBBER STAMP			

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DEBRIEFING FORM (TRAINING DIVISION)

Date _____
Day Month Year

Name _____ Branch _____ Station _____
City Country

Title and type of assignment _____

Date available for debriefing _____ Office extension _____

Training must be alive and realistic. Knowledge acquired over the course of years must be given to those about to start their careers. Without the sharing of accumulated knowledge, every beginner wastes precious time and money going through a trial and error, an analysis and examination period.

While a large body of experience in the affairs of CIA has been built up during the war and post-war period and is now available, new ideas, concepts, and techniques constantly are springing up, accepted ones modified, and useless ones discarded.

You who have just returned from the field are in an ideal position to contribute to the success and usefulness of training and, of course, thereby, of CIA. Whatever your assignment might have been, the Training Division is anxious to derive the benefit of your experience so that it may better prepare the future CIA staff officer.

Please indicate, on the checklist which follows, the degree of familiarity which you have with the subjects listed. Then, in the space provided, indicate whether, in your opinion, your experience in the items checked has been original, representative of your area only, universally true, or for any other reason particularly noteworthy.

The Training Division will examine your checklist and will probably interview you, using the items checked as a basis for preparation of an agenda which will be submitted to you prior to the interview.

<u>Degree of Familiarity</u>			<u>Nature of</u>
<u>Much</u>	<u>Some</u>	<u>None</u>	<u>Experience</u>

25X1A



SECRET

25X1A

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Next 2 Page(s) In Document Exempt

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SECRET

7-10.10/1

1 March 1950

MEMORANDUM TO: TRD Branches and Staffs

SUBJECT : Code System for TRD Publications

1. A code system, described hereafter, has been devised for use, effective this date, with all subsequent TRD publications. The system, itself both simple and flexible, will provide for the expanding needs of TRD.

2. As devised, the code system projected will consist of three blocks of digits.

3. In the block, to the left of the decimal,

- a. the first digit will indicate the TRD branch or staff;
- b. the second, the course group; and
- c. the third, the specific course of instruction.

The first and second digits will be separated by a single dash (see Attachment 1).

4. The block of digits, to the right of the decimal, admits of as much detailed expansion as may later be deemed desirable. It is applicable, in part or in whole, and transferable, to any one of the series of digits to the left of the decimal (see Attachment 2).

5. Following the block of digits, to the right of the decimal, will appear a slant bar, followed by a series of digits, in numerical sequence, each of which will indicate the sequence of publications in the code system precoding it. This digit will be assigned by the chief instructor of the course for which the publication is intended or by the appropriate branch or section chief of the originating office.

6. Three examples are cited below, in explanation of the system.

SECRET

SECRET

-2-

1-23.35/1 1- indicates the Staff Training Branch.
23. " " Advanced Operations Course.
.35 " " general category, guerrilla warfare.
/1 " " first paper, "Principles of Partisan Warfare," issued in the above category, in the above course.

2-00.40/4 2- indicates the Covert Training Branch.
00. " no specific course.
.40 " the general category, sabotage.
/4 " " fourth paper, "Planning Sabotage Operations," issued in the above category.

7-10.10/1 7- indicates Training Materials.
10. " Research Materials.
.10 " the general category, administration.
/1 " the first administration instruction in the series.

7. The code number itself will appear in the right hand corner, of the first page of each TRD publication, as indicated below;

1"
↓
1/10.32/1--1"-----

FOR THE CHIEF, TRD:

2 Attachments



25X1A

SECRET

-2-

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23. " " Advanced Operations Course.
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FOR THE CHIEF, TRD:

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